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AUTHOR	King, Stephen B.; King, Marsha; Rothwell, William J.
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ABSTRACT

*This guide focuses on 14 instructor competencies identified by the International Board of Standards for Training, Performance, and Instruction. It provides examples, job aids, worksheets, case studies, and sample dialogs and contains actual experiences and critical incidents faced by trainers who participated in the survey study. Strategies to improve training effectiveness conclude each chapter. Chapter 1 summarizes each competency. Chapter 2 matches training content to the targeted learners and discusses learner styles and characteristics. Chapter 3 deals with preparing the training site and laying out the room and equipment. Chapter 4 covers establishing credibility by demonstrating acceptable conduct, content expertise, and flexibility. Chapter 5 deals with the psychological climate, time management, and effective ways to deal with disruptive, resistant, or silent learners. Chapter 6 discusses using verbal and nonverbal language and adapting messages to learner needs. Chapters 7-9 focus on effective presentation skills, effective questioning skills and techniques, and responses to learner questions or comments during training. Chapters 10-16 cover how to provide positive reinforcement and motivational incentives to learners; training methods and their use; training media; ways to compare learners' achievements to training objectives; assessing one's ability to help learners achieve objectives and discusses instructional design evaluation; how best to provide an evaluation report to stakeholders; and training in international settings, co-training, and transfer of training. Appendixes include survey details; critical incidents from survey respondents; annotated list of 29 resources with contact information; endnotes; and index. (YLB)

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